

## Competency frameworks

Cambridge City Council sets out the behaviours expected in the workplace through competency frameworks applying to all staff.

Behaviours can be thought of as:

“Those abilities and characteristics that mean an individual can perform a job consistently more successfully in more situations and more often. The focus on HOW an individual does things – their attitudes and behaviours – rather than WHAT they do. They are those factors which distinguish the best from the rest, those things that really make a difference.”

A common set of competencies benefits both the organisation and its employees by:

- Having a consistent definition of what is expected
- Communicating the values and culture the organisation wants to embed
- Having a more focussed performance management process
- Helping to identify individual strengths, potential for progression
- Helping to identify learning and development needs, enabling training to be targeted where it will be most effective.

The competencies set out the expected behaviours. They are used to help:

- Recruit the right people
- Decide on the learning and development staff may need
- Manage performance.

### Summary of Competencies

The key competency headings are given below under the two competencies:

#### Competencies for staff

- Customer focus
- Respecting diversity and equality
- Personal, team and service development
- Managing resources
- Working with others

#### Competencies for leaders and managers

- Corporate and Strategic focus
- Managing resources and delivering results
- Managing and Developing people and teams
- Managing change
- Political knowledge and sensitivity
- Customer focus
- Influencing/ negotiating and working with others
- Respecting diversity and equality

# Cambridge City Council Competency Framework (What we expect of our Staff)

Our competency framework is important to the Council and it is seen as a vital part of what makes us successful. The framework will help a member of staff to work collaboratively as 'One Council' in support of corporate objectives as well as contributing towards operational plans and policies. It will also encourage and support the way we engage and communicate with each other to ensure that the Council is providing innovative customer focused services to agreed standards. Below is our competency framework:

## Customer focus

- Delivering customer focussed services on behalf of the Council
- Working as 'one council' to ensure residents receive seamless information and services
- Understanding how to meet customers' needs and getting it right first time
- Prioritising work that makes a real difference to customers' and residents' lives
- Listening to and acting on customer concerns and handling issues sensitively
- Giving internal customers the same high standards as we deliver externally

## Respecting diversity and equality

- Recognising, valuing and celebrating our diversity
- Recognising the benefits of difference

## Personal, team and service development

- Ensuring work and performance is the best it can be and contributing to effective team working
- Understanding the need for change and contributing effort and creativity to improve the service we offer
- Taking personal responsibility for decisions and actions and the consequence of these
- Being transparent and accountable
- Being flexible, dynamic and can-do

## Managing resources

- Being outcome focussed and getting delivery right first time
- Challenging myself and others to adapt, improve and deliver
- Prioritising time and resources to provide value for money services, innovating in how things are done to improve outcomes, reduce costs and simplify processes
- Cutting red-tape and making work as simple as possible
- Taking every opportunity to reduce the impact on the environment of the Council's work
- Finding improvements by working with and learning from others

## Working with others

- Extending help, giving support and offering encouragement to colleagues and partner agencies
- Doing my job and fitting-in with the jobs others have to do
- Building good working relationships with customers, colleagues and partners

# Cambridge City Council Competency Framework (What we expect of our Managers)

Our competency framework is important to the Council and it is seen as a vital part of what makes us successful. The framework will help a manager to work collaboratively as 'One Council' in support of corporate objectives as well as contributing towards operational plans and policies. It will also encourage and support the way we engage and effectively manage our people, teams, resources and keep up to date with new developments to ensure that the Council is providing innovative customer focused services to agreed standards. Below is our competency framework:

## Corporate and Strategic focus

- Showing commitment to the direction and performance of the organisation
- Being a role model for 'one-Council' approach
- Having an outward looking, long-term approach to develop and deliver the vision for the Council
- Aware of external environment and its impact on the Council

## Managing resources and delivering results

- Generating transformation and savings whilst delivering day-to-day performance and making work as simple as possible
- Ensuring a culture of customer focussed working
- Achieving measurable results and continuous improvement
- Effectively managing projects and procuring services
- Delivering on service and corporate objectives to high standards, on time, on budget.
- Building on our partnership approach to delivery and improvement.
- Creating and communicating long term organisational vision

## Managing and Developing people and teams

- Building capability and capacity in people and teams
- Managing and motivating a high performing workforce
- Influencing people and teams to take managed risks and developing their entrepreneurial and commercial capability.
- Communicating the Council/Service purpose and vision to engage the workforce, so that they understand their role in contributing to organisational success
- Taking personal responsibility for decisions and actions and the consequence of these
- Being transparent and accountable
- Being flexible, dynamic and can-do

## Managing change

Understanding and applying sound principles for the management of change

- Supporting service and departmental change and helping teams to maintain performance through periods of change
- Supporting a culture that is flexible and makes the most out of the opportunities arising from change
- Taking the opportunity to challenge the status quo and taking managed risks in order to provide services in better or more cost effective, innovative ways

## Political knowledge and sensitivity

- Maintaining open, trusting working relationships with members of all groups
- Sensitivity to political considerations
- Ensures members have information and advice to operate effectively

## Customer focus

- Ensuring the delivery of customer focussed services on behalf of the Council
- Working as 'one council' to ensure residents receive seamless information and services
- Ensuring that we meet customers' needs and get it right first time
- Prioritising work that makes a real difference to customers' and residents' lives
- Ensuring that we listen to and act on customer concerns and handle issues sensitively
- Giving internal customers the same high standards we deliver externally

## Influencing/ negotiating and working with others

- Building effective relationships at individual, group and organisational levels and with partners
- Influencing others to gain support for ideas and commitment for particular courses of actions
- Taking every opportunity to involve residents in decision making about service needs

## Respecting diversity and equality

- Recognising, valuing and celebrating our diversity
- Recognising the benefits of difference